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ABSTRACT

At the request of the Pennsylvania Department of Education, 17 agencies in the Pittsburgh area began a planning process to form a single administrative body for all adult basic education and literacy programs. This project supported the hiring of a planning consultant, the convening of planning meetings and a retreat, and thorough documentation of the process. The early planning meetings showed that the agencies had a variety of preferences and expectations. Gradually, they began to collaborate and accept the consortium. A great deal of time was spent in determining how the governing board of the consortium would be structured. Guidelines were provided by the Pennsylvania Department of Education. The project led to the incorporation of a new nonprofit organization, the Literacy Consortium of Allegheny County. (Most of this document consists of documentation of the planning process for the formation of the consortium, including letters to agencies, agendas for planning meetings and the retreat, and minutes of meetings. The planning process and questions asked of agency officials thinking about the consortium are included.) (Author/KC)

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PLANNING A LITERACY CONSORTIUM FOR ALLEGHENY COUNTY

Final report of a project supported by federal funds under the Adult Education Act, Section 353; grant issued by the Pennsylvania Department of Education, Division of Adult Basic and Literacy Education Programs

Project # 98-0054

Project director: Donald G. Block
Executive Director
Greater Pittsburgh Literacy Council
100 Sheridan Square
Pittsburgh, PA 15206

Federal funding: $ 6,860

Fiscal year: 1989-90

Report submitted: August 1990

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Abstract

At the request of the Pennsylvania Department of Education seventeen agencies in the Pittsburgh area began a planning process to form a single administrative body for all adult basic education and literacy programs. This project supported the hiring of a planning consultant, the convening of planning meetings and a retreat, and thorough documentation of the process. The project led to the incorporation of a new nonprofit organization, the Literacy Consortium of Allegheny County.

1. Introduction

In January 1989 Dr. John Christopher of the Pennsylvania Department of Education introduced the idea of a consortium for adult literacy and adult basic education programs in Allegheny County. This meant that, instead of contracting separately with seventeen different agencies, the Department would issue one grant per funding stream to Allegheny County. The body receiving the government funds would then subcontract with each of the agencies to provide instructional and support services. This report documents the planning process that took place from January 1989 to June 1990. The activities supported by this grant took place during the period August to December 1989.

Copies of this report will be submitted to AdvancE, Pennsylvania's library of adult education resources. Since the Department of Education has indicated it will be forming other consortia around the state, this report may be useful to other agencies throughout Pennsylvania and to programs in other states.

2. The Preferences of the Local Agencies

The first objective of this project was to enable literacy providers in Allegheny County to form a consortium according to their own preferences and within the guidelines set by the Department of Education. What were the preferences of the providers?

The early planning meetings, which are thoroughly documented in the attached minutes, show that the seventeen agencies had a variety of preferences and expectations. Some resisted the formation of a consortium, saying that we were simply being asked to create another layer of bureaucracy. Smaller programs feared that their uniqueness and their identity would be lost in a consortium arrangement. Larger programs wondered if they could be the consortium, i.e. take over the planning functions for the county without giving up their direct services to students.

Gradually the members of the ad hoc planning committee came to accept the consortium and welcome the opportunity for cooperation and collaboration. They agreed that the consortium could be operated by an existing agency, a new agency, or a transition that combines both of the above. Out of these three options they chose the establishment of a new agency, and they set about writing the by-laws of this new entity.

A great deal of time was spent in determining how the governing board of the consortium should be structured. Would large programs have greater representation than smaller programs? Would groups such as United Way and The Pittsburgh Foundation, which had shown great interest in the literacy field in Pittsburgh, be included on the board? How could a group of provider agencies make unbiased allocation decisions when grant applications are submitted to the consortium in future years? The planners settled on forming a board of seventeen members, one from each of the provider agencies. A letter of authorization was requested from the chief executive of each agency to name that agency's delegate to the new consortium.

The providers were uneasy about the status of their funding for the 1990-91 program year. Many felt that the newly formed group would not be in a position to conduct a complete application and allocation process for government grants for that period. So the agencies won from the Pennsylvania Department of Education the pledge of a "hold harmless" year, a year in which each grantee would receive a grant no smaller than its 1989-90 grant. This pledge allowed the providers to focus on the planning process and not on the size of their grants.

The by-laws, which were approved by the board of the Consortium on January 25, 1990, gave a more formal structure to the new organization than had existed up to that time. The board then launched the search for the first staff member of the Consortium.

3. The Guidelines Set by the Department of Education

Throughout the planning process it was clear that Dr. Christopher and the staff of the Division of Adult Basic and Literacy Education Programs in Harrisburg were learning how to form a consortium at the same time as the local providers. The Department of Education had no step-by-step plan for us to follow and repeatedly said that most decisions should be made in Pittsburgh by the member agencies. Providers were sometimes frustrated by vague responses from the Department of Education, but some guidelines were clear.

Among the guidelines from the Department were the following:

* The Department wanted one joint proposal from the seventeen providers for each funding stream, i.e. one Act 143 proposal; one Adult Education Act, Section 321, proposal for adult basic education and English as a second language; one Section 321 proposal for GED programs; and one Section 321 proposal for institutional programs. A total of four proposals were needed.

* The Department saw the consortium as a way to reduce administrative costs of the member agencies, but no savings were realized in the 1989-90 year.

* The Department indicated that no new providers would be funded for the 1990-91 program year.

* The Department showed some interest in a research study which would show the need for adult literacy services in the county and the extent to which the current system of services is meeting the need. However, when the carrying out of this study appeared to delay the formation of the Consortium, the Department showed less interest in the study and insisted on the prompt implementation of the Consortium model. This left the local providers to decide whether or not to carry out a research study.

* The Department was willing to fund the planning and start-up of the consortium with Section 353 monies, but it indicated that in future years the administration of the new body would have to come from the member agencies or their government grants.

4. The Planning Process

The second objective of this project was to document the planning process in a way that assists the ongoing development of the consortium and helps outside groups. This documentation is given in the attached minutes and summaries of meetings. Nancy Johnson served as consultant to the planning committee, and she facilitated a planning retreat in Monroeville, PA, on September 22 and 23, 1989. She continued to work with the planners until the board had been officially formed and the by-laws were ready to be approved.

5. Conclusions and Recommendations

The literacy agencies began this process with many doubts and questions. They valued their independence and the diversity of their services. They wondered how their funding would be affected by this new arrangement. They asked how the governing board of the Consortium would be chosen and how it would maintain objectivity. They wanted to know how much say they had and how much they could recommend policy to the Department of Education. Considering the many uncertainties that they faced, the seventeen agencies made a great deal of progress during the planning phase.

The new Literacy Consortium of Allegheny County was incorporated on April 2, 1990, and its board meets on a monthly basis. The board has hired an executive director, who began work in July 1990. The director has written the joint proposals for the 1990-91 program year, as requested by the Department of Education. The board has begun to address some of the long-range issues, such as the evaluation and allocation model, the involvement of non-providers in the Consortium in a meaningful way, and the development of a more efficient and effective delivery system. However, much of the planning year has been spent in setting the structure of the Consortium.

We recommend that other agencies which attempt this process focus the group's attention on the mission of the Consortium, i.e. the improvement of literacy services, and not on the paperwork involved to get there. It is easy to get bogged down in the administrative details of this process and forget the overall purpose. A good planning consultant will assist the group to keep its focus on the opportunities for collaboration and the good results for adult learners.

By forming a board made up solely of the providers, the Literacy Consortium of Allegheny County has alienated some concerned parties which do not receive government grants for adult literacy. These parties, such as the United Way and the PLUS project staff, doubt the viability of the Consortium because they have not been directly involved in the planning

process. Any group of agencies taking on this planning process in another county or another state needs to avoid this problem by addressing it early in the process.

The Literacy Consortium of Allegheny County is still taking shape, and it has an excellent potential for success. It represents the first coalition in Allegheny County that includes all the major providers, and it offers the opportunity to do effective planning for literacy services at the county level for the first time.

LITERACY CONSORTIUM OF ALLEGHENY COUNTY
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.	Allegheny Intermediate Unit	*	Alina Hudson Vice-President	394-5803
.	Bethel Park School District	*	Mary Ann Eisenreich Secretary	854-8415
.	Bidwell Center	*	Valerie Njie Treasurer	323-4000
.	Center on Deafness		Rosemary Garrity	371-7000
.	Chartiers Valley School District		John Morgan	429-2271
.	Chatham College		JoAnne Burley	365-1207
.	Community College of Allegheny County		Ken Garrison	271-0201
.	Duquesne School District		(Undesignated)	
.	Focus on Renewal		Amy Chapple	771-6460
0.	Forbes Road East Vo-Tech School		Marie Bowers	373-8100
1.	Goodwill Industries		Canice Dolan	481-9005
2.	Greater Pittsburgh Literacy Council		Don Block	661-7323
3.	Penn Hills School District		Frank Vollero	793-7000
4.	Pittsburgh Literacy Initiative		Judith Aaronson	392-3149
5.	Pittsburgh Public Schools	*	Al Fascetti President	338-3700
6.	Wilkinsburg School District		Tom Lantz	371-9500
7.	Renaissance Center		Joe Velardita	261-0875

* = Elected Officers, 1989-1990

10-Jan-90

OPEN UP A LIFE.

Greater Pittsburgh Literacy Council

5920 Kirkwood Street
Pittsburgh, PA 15206

(412) 661-7323

June 14, 1989

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Donald G. Block

Dear Colleague:

Your participation is needed in a meeting of literacy providers on Thursday, June 29, at 3:00 p.m. This meeting will be held in the 6th floor conference room of the Civic Building, 200 Ross Street, Downtown. It will last until 4:30 p.m.

As you may know, Dr. John Christopher of the Pennsylvania Department of Education has expressed an interest in changing the way literacy programs in Allegheny County are funded. This issue is crucial to the future of our programs. We need to be in control of the process, rather than finding ourselves part of a new state-mandated system that does not meet our needs. I am writing to request your participation in the planning of this new system.

In recent conversations with local literacy professionals, including Al Fascetti, Judith Aaronson, and myself, Dr. Christopher has indicated that he will mandate the creation of a new delivery system for the fiscal year beginning July 1, 1990. This means that his office will make one grant for literacy services in Allegheny County (including the Act 143 and Section 321 monies), and the grantee will subcontract to the providers. Providers will have to participate in this system if they wish to receive Act 143 or Section 321 grants.

We need to tell Dr. Christopher what this new system should look like, how the local management agency for literacy should operate, and how we can have it in place early in 1990. We will start this process on the 29th. Please let me or Judith or Al know if we can have your participation in this important event. I feel that it is in your best interest to be there.

Thank you for your attention to this matter.

Sincerely yours,

Donald G. Block
Executive Director

dvn

cc: Dr. John Christopher

Planning for an Allegheny County Consortium

June 28, 1989

The committee should come to agreement on the steps it will take in the planning process. Steps might include:

I. Reach a common understanding of the goal.

- The charge to the committee is to develop an Action Plan for the organization of an Allegheny County Consortium to serve as a single administrative and fiscal agent by fiscal year 1990.
- The PDE wants to see a planning document, specifically, an Action Plan for changing the way literacy services are administered and funded in Allegheny County.
- The Committee is charged with developing a plan by consensus, or having an administrative plan imposed that will be open to competitive bidding. In 1990 funding will flow through a single fiscal agent.
- Since the committee is charged with developing a plan for an Allegheny County Consortium, the providers of Allegheny County have the opportunity to take charge of the process by participating in the design of an innovative service delivery model.
- The goal of this model would be improved and increased service delivery through shared resources, more cost effective administration, and a central information point speaking with one voice to the PDE and the community.

II. Clearly define the issues

- Since the PDE has defined the scope of the consortium to be Act 143 and Act 321 providers only, steps should be taken to insure that all key participants have been invited to participate.
- The participants should identify the programmatic and administrative concerns that they want to see addressed by the plan. These become the objective criteria against which options can be measured

III. Collect data that will form the basis for action.

Among the questions that need to be answered:

- What function(s) does the State want AC Consortium to perform?
  - What does the PDE intend to mandate?
  - What is optional?
  - Is there a plan to provide for a transition?

- What do the providers want from an AC consortium?
  -What are the providers concerns that must be addressed?
  -In what areas (other than those mandated) might a consortium be of assistance to providers?

- What would the consortium look like?
  -Who would operate it?
  -How is it staffed?
  -What are the options for administrative models?
  -What are the criteria?
  -How would decisions be made?
  -How would providers have input?
  -How would it be accountable to providers?

- What resources would be needed to operate the model
  -Administrative capability?
  -Funds?

- How will it be funded? How will it affect present funding levels?

- Is work done to date relevant to the new task definition?
  -Should our questionnaire be abbreviated and reframed to look at the status of services, the needs of providers and clients, and the areas in which working together might improve service delivery?

- Are there other examples of similar models that we can learn from?
  -In other cities?
  -In other departments of state government?

IV. Generate options for an administrative model and evaluate the options against the criteria, ending with a decision.

V. Draft a comprehensive plan that will include the following:

a. Model program design
b. Strategies for implementation
c. Action steps & timetable
d. Roles and responsibilities
e. Resources available and those needed

Planning for an Allegheny County Consortium

AGENDA

June 29, 1989

I. History of the planning committee & update on current status

II. Discussion: What would you like to see included in an Allegheny County Literacy Consortium? What are the opportunities for collaboration? What are your concerns?

III. What steps should the planning process include?

- How can we involve Dr. Christopher in the process?

IV. Assignments & next meeting

- Committee structure

Allegheny County Literacy Consortium
Planning Committee Meeting
June 29, 1989

Discussion Notes:

What concerns do you have about the proposed Allegheny County Literacy Consortium? What should it include? What Questions should we ask in order to plan?

- Must recognize individual program differences. (Local diversity, availability of consumer options is a strength.)
- We still need to know what is out there. A study would still be useful. We need to know how we overlap.
- How would the governing board be chosen? policies regarding representation must be well thought out.
- How will funds be distributed, i.e. how will decisions regarding allocation of funds be made?
- How will the management agency be funded? Staffed?
- What is the role of the management agency in addition to managing the RFP process? Does it extend to monitoring? Technical assistance? other areas?
- What are the opportunities for collaboration? Shared fund raising, marketing, training, special services, etc.
- What will the role of the PDE be? Will agencies still have direct access to technical assistance from PDE staff?
- What will the role of the SW PA liaison from PDE be?
- Who/what will determine the criteria for funding?
- How will objectivity be guaranteed?
- Idea: how about a rotating review committee of providers whose membership changes periodically to insure balance?
- Speaking with one voice puts the consortium in a stronger position than would be possible for any individual program.
- What is needed is the Steeler's management team!
- Will the guidelines for the RFP continue to be specified by the PDE?

- Would the PDE entertain the idea of a transitional plan for this year? The experience would be valuable and the timeline more realistic than trying to get such a big undertaking in place by this Winter (when the RFP process would have to begin).

- Can the management group be provided by a service provider/staffed by providers? Is this not a conflict of interest?

- Will we know the total amount of money to be allocated each year before reviewing proposals? Could there be a "Hold Harmless" clause for 2 (or x) years to insure that no one loses funds under the new arrangements?

- What is the scope of services of the management agency to be? Data management? Training? Other?

- Joint planning responsive to needs is imperative.

- How will this effect availability of funding for new programs?

- At what level (what %) will the management agency be funded? Where will the money come from?

- "What would it take", positive planning is needed to determine optimally how the consortium should look.

- How much support will the PDE continue to give providers?

- Is a match expected from the private sector?

  or converse....

- How would working together as one body enhance our ability to attract funding from the private sector?

- Are uniform standards for service part of the expectation?

- How about evaluation? Is there a plan to include evaluation in the tasks of the management agency?

- A single agent might help avoid duplication, but we still need to know what our system looks like.

- Will the consortium be empowered to make decisions such as extending the length of contracts from one year to 3 year?

- What other models for local block grant management might be useful to look at?

  -PIC
  -New Child Care LMA
  -Community Services Block Grant (administered locally by Hill House)
  -Houston, Texas
  -Columbus, Ohio

- How shall we proceed? What do we need to know in order to plan?

- How inclusive should we be? Suggestion: call missing providers to explain situation, re-iterate invitation to participate.

- What does PDE intend to mandate? What are the ground rules?

- Suggestion: Invite Dr Christopher ASAP (i.e. next few weeks) to address larger group of providers about his vision and his expectation of us. Prepare him with a list of questions and concerns.

- A 1/2 day workshop could also include focus groups where providers discuss some of the issues and begin to generate options.

- Other models suggested should be researched.

- The option to serve on the planning committee should be extended to all providers.

- The Ad Hoc committee (Block, Fascetti, Aaronson should continue to function staffed by N. Johnson) until the committee is formed. It should then define its own operating structure as its first task (appoint a chair, establish committees, etc.)

- Background material should be compiled and sent to providers along with an invitation.

- A planning grant should be considered to fund the staffing of the committee and other expenses involved in designing and forming the consortium.

Assignments:

- Judith will call Dr. Christopher to invite him and will aim for the week of the 23rd of July.
- Nancy will compile the response to today's discussion and distribute it to the group.
- The group members should feel free to jot down additional concerns/ideas and send them to Nancy to be added to the material.
- Valerie will arrange for space at Bidwell
- Don and Mary Ann will contact agencies not present by phone.
- Nancy will compile background material for a mailing to providers
- Ad Hoc committee will work on a planning grant.

Nancy A. Johnson M.Ed.
1168 Prince Andrew Court
Pittsburgh, PA 15237
366-4979

Memorandum

To: Planning Committee for an
Allegheny County Literacy Consortium

From: Nancy Johnson, Consultant to the Committee

July 6, 1989

Thank you for attending last week's meeting to discuss plans for an Allegheny County Literacy Consortium. The meeting was a productive step in the planning process begun earlier this year. As some of you have been a part of the committee since it began and others have just joined the group, this memo will serve as both an update on recent events and a recap of the next steps that have been agreed upon.

June 26 Meeting

The meeting was hosted by the Pittsburgh Literacy Initiative at 200 Ross Street. (Please refer to attached list for attendees).

Don Block, Greater Pittsburgh Literacy Council, welcomed everyone and made introductions. Don updated the group on the history of the project:

1. January 26: Dr. John Christopher (Pennsylvania Department of Education) introduced the idea that state funding would eventually flow through a single fiscal agent at a meeting hosted by Joe Dominic of the Pittsburgh Foundation. The meeting was attended by Margo Woodwell, Don Block, Judith Aaronson and Al Fascetti.

2. Don, Judith and Al formed an "ad hoc committee" to begin planning in the direction indicated by the PDE. On February 7, a letter was sent to Dr. Christopher from the committee identifying plans to conduct a study of the current service system in order to identify areas in which providers might benefit from working together as well as gaps in the service system.

3. February 15: At the request of Judith Aaronson on behalf of the ad hoc committee, the Act 143 providers were invited to a meeting with consultant Delorese Ambrose to begin discussing the idea of a consortium. The providers felt that a team approach was called for and agreed that not enough information presently existed about the needs of the service system. They further agreed to proceed with a study at this time. Initial funding was to be provided by the State Coalition for Adult Literacy under a grant from the Gannett Foundation.

4. March: After a favorable response from Dr. Christopher in a letter to Judith Aaronson, research candidates were interviewed by a sub-committee of Amy

Chapel, Al Fascetti and Judith Aaronson (Don Block was unable to attend).

5. April: Nancy Johnson was hired by the committee to conduct the survey of the service system. A meeting of interested providers was held at PLI to introduce the consultant and discuss the study.

6. May: A survey instrument and procedure was designed and approved by the provider committee at a meeting held at Bidwell center.

On behalf of the ad hoc committee, Don also explained recent events leading up to the present meeting.

1. In talking with Judith Aaronson (PLI) about the proposed study, Dr. Christopher (Pennsylvania Department of Education) clarified his charge to the committee. He indicated that his intent was to mandate that Allegheny County operate under a single fiscal agent by the next fiscal year. Further discussion with Don Block (GPLC) and Al Fascetti (Pittsburgh Board of Public Education) confirmed that it was his expressed hope that the providers of Allegheny County would work together in developing a model that might become a pilot for the rest of the State. As he did not feel a study would be productive at this time, efforts were shifted towards the formulation of an Action Plan.

2. On behalf of the ad hoc committee, Don Bloch sent a memo to those providers involved to date, and those not previously involved whose participation was important, informing them of the PDE's intent. All were invited to the June 26th meeting.

The group spent the body of the meeting identifying and discussing key issues that would have to be addressed in order to meet the challenge proposed by the PDE. A summary of those issues clustered by topic is enclosed for your review.

The final agenda item was to plan the next steps to be taken. Assignments were made as follows:

1. Judith Aaronson offered to call Dr. Christopher to invite him to a meeting with providers to be held before the end of July.

   The meeting will be used to conduct a dialogue with Dr. Christopher about issues of concern to providers, request guidance in the areas to be mandated by PDE, and to form a planning consortium with an operating structure that will represent all providers who would like to be involved.

2. Valerie Njie volunteered to obtain space at Bidwell for the meeting.

3. Don Block and Mary Ann Eisenreich offered to call those providers who had not attended the meeting to participate and to stress the importance of participation on the committee.

4. It was agreed that a planning committee should be formed that is as inclusive

as possible and that it have a more formalized operating structure for decision making than the current ad hoc committee. It was agreed that until this committee is formally formed, the ad hoc committee will continue to serve as a coordinating body. PLI will continue to provide an administrative home and Nancy Johnson will continue to staff the planning process.

5. The committee requested that thought be given to the cost of proceeding with the planning process. Expenses to date have been covered by the Gannett grant and have included clerical, meeting and consulting costs.

6. It was also suggested that other models for a single administrative and fiscal agent exist: both in the State of PA but in other human services departments, and in the field of literacy but in other states. Researching these models might provide valuable experience in designing a model for Allegheny County.

Status Report:

1. Dr. Christopher has accepted our invitation and plans have been made by Bidwell to host the meeting.

2. The ad hoc committee will meet on July 14 to plan the agenda and to address develop a plan for future funding.

3. Nancy Johnson and members of the ad hoc committee are researching administrative models that may be useful in designing the Consortium.

Next Meeting:

The next meeting will be attended by Dr. John Christopher and will give providers an opportunity to engage in a dialogue with Dr. Christopher about their concerns and ideas. Dr. Christopher will be provided with copies of the proceedings of the committee to date so that he will have an opportunity to give some thought to the issues identified by the providers. The meeting will be held on:

July 27, 1989
9:00 AM to 12:00 PM
at
Bidwell
1815 Metropolitan St.
Pittsburgh, PA 15233

Please RSVP
PLI
Kelly DeSue
392-3126

The meeting will be held in the library. Please feel free to call me if you'd like to offer any

further input before the meeting. I look forward to seeing you then.

Note: Also attached for your information is a paper presented at the recent Literacy Network Issues Conference in Washington D.C. attended by Judith Aaronson.

Allegheny County Literacy Consortium
Planning Committee Meeting

AGENDA
July 27, 1989

A Dialogue With
Dr. John Christopher
Chief, Division of Adult Basic Education
Pennsylvania Department of Education

9:00 A.M. to 12:00 P.M.
Library
Bidwell, Inc.
1815 Metropolitan Avenue

I. Welcome and Introductions

II. Purpose

III. Dialogue With Dr. Christopher -

Question and answer session to address questions raised at last committee meeting.

- Break -

IV. Small Group Sessions

Discussion and brainstorming in 3 areas:

1. Options for an administrative model
2. Ideas for areas of collaboration
3. Steps in the planning and decision making process

V. Feedback From Small Group Sessions

VI. Meeting of Planning Committee in August

Allegheny County Literacy Consortium
Planning Committee Meeting
July 27, 1989

These questions have been selected from among those generated by the providers present at the June 26th planning meeting in response to the question:

"What concerns do you have about the proposed Allegheny County Literacy Consortium? What should it include? What Questions should we ask in order to plan?"

1. Programmatic Concerns:
   - o Is there a plan to include evaluation and monitoring in the tasks of the management agency? Would the management agency be responsible for collecting and analyzing much of the data now collected by the State?
   - o Is there interest in seeing a descriptive study of the service system in Allegheny County completed? We still need to know what is out there. A study would still be useful in order to know how we overlap and how we might benefit from working together?

2. Questions About Collaboration:
   - o What are some of the opportunities for collaboration? Shared fund raising, marketing, training, special services, etc. Does the PDE have particular areas it would like to see us consider?

3. Administrative Issues:
   - o Who is eligible to be the administrative or management agency? Can the management group be provided by a service provider/staffed by providers? Is this not a conflict of interest? Where would it be housed? How would the governing board be chosen?

4. Funding Questions:
   - o How will funds be distributed, i.e. how will decisions regarding allocation of funds be made? Will we know the total amount of money to be allocated each year before reviewing proposals? Could there be a "hold harmless" clause for 2 years to insure that no one loses funds under the new arrangements?
   - o How will the management agency be funded? Staffed? Where will the funding come from? How will the amount available be determined?
   - o Is a match expected from the private sector?

5. Role of the PDE:
   - o What will the role of the PDE be? Will agencies still have direct access to technical assistance from PDE staff?
   - o Will the guidelines for the RFP continue to be specified by the PDE?

Allegheny County Literacy Consortium
Planning Committee Meeting
A Dialogue With Dr. John Christopher
July 27, 1989

MINUTES

The meeting was held in the library of the Bidwell Training Center from 9:00 AM to 12:00 P.M. A list of those attending is attached.

The meeting was called to order by Tim Bierria who was joined by a representative from Bidwell who welcomed the group. Nancy Johnson presented the agenda and explained the process for the morning, which would include a dialogue with Dr. Christopher and further discussion in small groups. Ms. Johnson introduced Dr. Christopher who made introductory remarks to the group:

Dr. Christopher reaffirmed his belief in the importance of adult education programs. He talked about the changes currently underway in other systems and the critical links that will be needed with literacy providers as such initiatives as Welfare Reform and SPOC come into the picture. 20% of Welfare Reform funds will be spent on literacy and new Labor Department funds can be expected, as well. He is concerned about the readiness of this county to interface with new initiatives. "Who speaks for literacy in Allegheny County?", he asked. Providers in Allegheny County need a common voice in order to take advantage of the opportunities that are on the horizon.

Dr. Christopher went on to tell the group that he had begun to generate this idea last year. A meeting at the Pittsburgh Foundation followed to discuss the idea of a Consortium that would act as a single fiscal agent for state literacy funds. It is his hope that Allegheny County could become a demonstration model. He would like to see Allegheny County (and a rural county, as well) each develop and pilot a model that could be used in other parts of the state. He explained that he could mandate this process and put it up for bid, or the providers can choose to work together with him to develop the model. As $1,300,000.00 of state literacy funds are spent in Allegheny County, this represents a significant challenge.

Dr. Christopher pointed out that such a system should offer an improvement over the present system: it should cost less administratively, it should offer opportunities to save the programs money through joint purchasing and other kinds of collaboration, and it should serve to reduce "Turfdom" by offering opportunities for common advertising or a site for a shared "800" number. He noted that he would serve as the advisor to this group and that technical assistance from PDE will continue to be available. He reiterated his support for the entire state, not just the Eastern end and expressed the hope that the providers of Allegheny county would emerge from this process with one voice.

Dr. Christopher opened the session to informal questions and answers. Many of the questions asked were those prepared and distributed in advance and others were spontaneously generated from the floor:

Al Fascetti:

Are there similar initiatives occurring in other states that we can learn from? If so, what happened in those instances?

John Christopher:

California's system was designed this way from the beginning. It resembles an IU plan. Possibly someone from PDE could spend a day there looking into the model. Other interesting states are Minnesota, who divided their system into 9 regions and New Jersey which has a different structure. In thinking about our program he thought that it should not be IU or district governed but governed by the providers themselves.

Frank Vollero:

Group ownership is important. He gave an analogy of schools in Penn Hills sharing custodial services for efficiency, but losing personal service and involvement in the process. He expressed concern that this could happen to a consortium effort.

John Christopher:

Assured the group that this need not happen, but stressed the need for a single spokesperson. He also noted that this initiative involved state funds only and did not include any privately funded programs or projects.

Don Block:

Is their a need for a study as part of the planning process? Do we still need more information about the service system in Allegheny County? For example, there are additional programs not funded by the state that help comprise the service system. Don noted that this information changes frequently even when it is gathered. Service providers don't know the whole picture or the scope of the problem.

John Christopher:

A study would be of interest only if it enhanced the knowledge of Allegheny county and only if it was relevant was relevant to where we need to go. Also, to be useful a study should help us understand how to relate to Welfare and transportation. We need to start seeing a bigger picture. For instance, can knowledge of the larger context help us find other sources of funding? Staff development should be part of it, as should special programs for learning disabled adults. PDE may be able to provide some of the data. Research staff help may also be available.

Re the consortium: The plan would be implemented on a gradual basis. He has asked the department for 2 years to plan and 2 years to implement the plan. The first year

would be a trial. In that way errors can be corrected. He is looking to the providers for a plan of action, a demonstration model.

Frank Vallero:

How about a retreat? It would provide an opportunity to spend more time on a plan.

John Christopher:

That's a possibility.

Judith Aaronson:

Providers worry about losing funds if the administration is taken over by a consortium. How will the consortium be funded? Administered? Will money be provided to operate it over and above the program moneys?

John Christopher:

There will be provisions for funding the administration of the consortium. It should cost less to administer other program areas. There may even be some merging of program functions as a result. One fiscal agent could sub-contract for services with others.

Jim Schmunck:

Who would be eligible to be the administrative agent. Would it be a provider? A new agency? Could it be an existing agency or provider if they agreed not to provide services any longer?

John Christopher:

It could be a neutral agency or a new agency. The idea of a new agency governed by a board made up of providers is particularly interesting. This would mean a management team of the board and the PDE. Proposals would be submitted to the group. It could not be an existing provider because turf issues would just be exacerbated, but it might be possible if the provider withdrew from the provision of services in order to administer the program.

Al Fascetti:

Could there be a "hold harmless" clause for two years until the program gets off the ground in order to assure that there will not be radical changes in the system before we are ready? This would mean that programs would not lose funding for the first two years.

John Christopher:

The legality of such a clause would have to be explored with the state's legal department.

Judith Aaronson:

How would roles and responsibilities for evaluation and data collection change?

John Christopher:

Both self-evaluation and PDE evaluation would be part of the process.

A general discussion of issues on the floor followed. At this time Nancy Johnson asked the participants to break into their designated small groups for further discussion. Dr. Christopher moved from group to group, spending time in discussions with each group (Notes attached). The participants reconvened to close the meeting and identify next steps.

Dr. Christopher commented on the progress made by the group and the benefits of the dialogue. He expressed interest in the idea of a planning retreat. The committee was charged with making arrangements to proceed with a retreat. Nancy Johnson suggested that the ad hoc committee would plan for a meeting at which the planning committee could formally structure itself as the planning body and that the ad hoc committee close out any remaining business and be retired. Dr. Christopher indicated his intent to participate in all meetings in the planning process and the following meetings were scheduled:

1. August 21, 10:00 AM - 11:00 AM:
   Ad Hoc Committee Meeting
   Final meeting of this informal group which has planned meetings to date. Purpose is to put closure on old business and plan the agenda for the larger meeting on August 29th. Anyone wishing to join in is most welcome.

2. August 29, 10:00 AM - 12:00 PM:
   Planning Committee for an Allegheny County Literacy Consortium
   Meeting to plan upcoming retreat. Participants will determine process, agenda and define working committees so that the limited time available on the retreat will be used productively and will allow us to emerge with a plan of action. Dr. Christopher will not be able to attend.

3. September 22 & 23 (Fri. & Sat.):
   Planning retreat. This will be a working retreat at which we will develop a plan for implementing an Allegheny County Literacy Consortium. Dr. Christopher will attend.

The group was thanked for participation and the meeting was adjourned.

Allegheny County Literacy Consortium
Planning Committee Meeting
July 27, 1989

Small Group Notes
Group 1

Facilitator: Don Block

What are your ideas about options for an administrative model?

Plan must address:

- Size of governing board
- Make-up of board
- Specifications (responsibilities)
- Selection process/criteria
- Consideration for various (special) types of populations
- Preservation of small & large agency concerns
- Developing leadership at various levels (community, college, etc.)
- Sensititvity
- Mechanism for appeal process in RFP
- Monitering and evaluative criteria
- How broad would responsibilities be? Separate responsibilities

One option:
Outside agency as administrative body - YWCA?
- Criteria for selection of such group - Pittsburgh Foundation
    * low overhead
    * committment
    * smaller agency
    * concerned with literacy but has other concerns
    * fiscal responsibilities for management
    * set up advisory board

Other option:
New entity

2. In what areas might providers collaborate under such a model?

- Staff development (Centralized, monthly basis)
- Advertising/marketing (general, not to exclude special needs populations)
    * $$ Should be included for individual needs
    * Also maintain hotline
- Tutor training
- sharing of demographic data (what # of a given population are in a specific area)
    * needs assessment
- Who speaks for literacy in Pittsburgh?
    * even if this consortium develops, many other literacy programs including those

not funded by PDE will not be included.
* only PDE programs could be included.
* would the chairperson of that governing board be that person?
* Would other programs be invited?
* Is it realistic for all bodies of providers to be included?
* Could this group develop into a lobbying arm? (future)
* All literacy programs do not recieve funds from J. Christopher's office. There are other funding streams. Some large groups get $$ from other state sources.

- Come together on philosophy of literacy instruction.

3. What are the steps in the planning and decision making process?

- Is early 1990 the fixed start date for the consortium?
- Need leadership now for planning
- PDE to provide guidelines in Oct. - Nov. '89?
- Can 1990-91 be a transitional period?
  (include a transitional plan)
- Committee to draft by-laws of governing board (to be made up of volunteers).
- Have a planning retreat
- Can providers leave work to do planning?

Allegheny County Literacy Consortium
Planning Committee Meeting
July 27, 1989

Small Group Notes
Group 2

Facilitator: Judith Aaronson

1. What are your ideas about options for an administrative model?

- existing agency: agency needs deep background and historical involvement in literacy.
- Could create new agency (entity) composed of representatives of existing providers.
- Adminstration staff must be separated fron existing agency.
- Unmet needs vs. duplication
- Board reviews proposals
- PDE liason
- Board: = representation among small and large programs
- Types of agencies:
school districts, CBO's, lteracy programs

2. In what areas might providers collaborate under such a model?

- What are unmet needs?
- # 353 submitted from the group
- PDE states the program priorities
    * workplace
    * family
    * ESL
    * etc.

- Program increases and decreases based on effectiveness
- Evaluation system for continued program operation
- Teacher-staff core
    * Can be exchanged among programs
- Salary ranges

3. What are the steps in the planning and decision making process?

- Strategic plan
    * County-wide literacy direction
    * Needs assessment
- What is the role of the PDE in relationship to planning agency?

Benefits:	Concerns:
Advocacy for increased $	Fund-raising turf

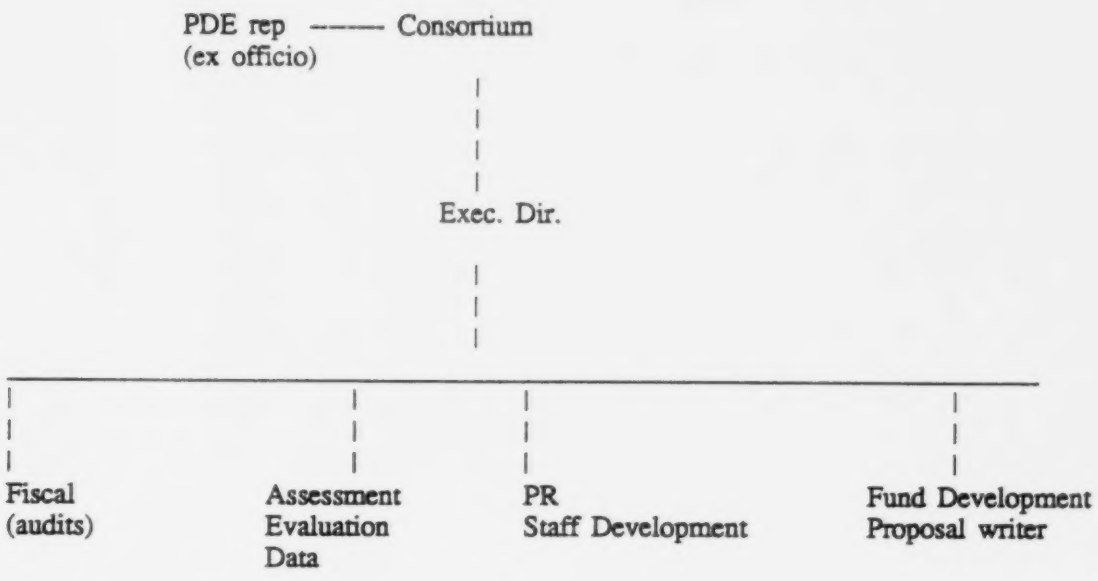
- Referrals between agencies

- What changes are needed as programs operate
- Programs reviewed by local agency: included in overall proposal to PDE

Auditing = New board + PDE
- Funding/proposals

- Longer range programming/planning
  * locally
  * PDE

Model:



Allegheny County Literacy Consortium
Planning Committee Meeting
July 27, 1989

Small Group Notes
Group 3

Facilitator: Al Fascetti

1. What are your ideas about options for an administrative model?

* JTPA
* Administrative Dollars
* All agencies represented
* maintaining contact with PDE
** * Transition period to include "hold harmless" period - (some assurances)
* new body makes funding decisions (overseen by PDE)
* how are members selected
  - every provider has a board member?
* manage programs at local level
* administrative overhead costs
* - where does money come from?
* when/where/how often will new body meet?

2. In what areas might providers collaborate under such a model?

* Recruitment
* PR
* Purchasing:
  - Books
  - Computer Assited Instruction materials

3. What are the steps in the planning and decision making process?

* Identify institutional/agency concerns
* Planning (weekend) retreat
* Regional office set up by PDE?
* Fiscal Accountability
* Turf issues

Nancy A. Johnson M.Ed.
1168 Prince Andrew Court
Pittsburgh, PA 15237
366-4979
Memorandum

To: Planning Committee for an
Allegheny County Literacy Consortium

From: Nancy Johnson, Consultant to the Committee

August 6, 1989

Thank you for attending the July 27th meeting of the Planning Committee for an Allegheny County Literacy Consortium. The meeting well attended and provided an opportunity for participants to address a wide range of planning issues with Dr. John Christopher as we move ahead to begin forming new structures. Enclosed for your review are the names of those who attended, minutes of the meeting, and notes from the break-out groups.

Please review the minutes, particularly the notes from the small group discussions. As I attended only a portion of each session, I made no attempt to interpret the chart sheets, and transcribed them verbatim. If you wish to edit any of the notes, just mark them up and return them to me, I will make corrections and additions by the next meeting. The retreat should include time for each group to present and clarify key ideas.

At the close of the meeting we established a number of dates that I'd like to call your attention to:

1. **August 21, 10:00 AM - 11:00 AM:**
   Ad Hoc Committee Meeting
   6th floor, Conference Room
   Health and Welfare Planning Association
   200 Ross Street
   *Final meeting of this informal group which has planned meetings to date. Purpose is to put closure on old business and plan the agenda for the larger meeting on August 29th. Anyone wishing to join in is most welcome.

2. **August 29, 10:00 AM - 12:00 PM:**
   Planning Committee for an Allegheny County Literacy Consortium
   6th floor, Conference Room
   Health and Welfare Planning Association
   200 Ross Street
   *Meeting to plan upcoming retreat. Participants will determine process, agenda and define working committees so that the limited time available on the retreat will be used productively and will allow us to emerge with a plan of action.

3. **September 22 & 23 (Fri. & Sat.):**
   Please save these days for the planning retreat. Members of the ad hoc committee are presently working on accommodations. A notice of this meeting with details will follow. This will be a working retreat at which we will develop a plan for implementing an Allegheny County Literacy Consortium

Nancy A. Johnson M.Ed.
1168 Prince Andrew Court
Pittsburgh, PA 15237
366-4979
Memorandum

To: Planning Committee for an
Allegheny County Literacy Consortium

From: Nancy Johnson, Consultant to the Committee

August 26, 1989

Minutes

August 21, 10:00 AM - 11:00 AM:
Ad Hoc Committee Meeting
6th floor, Conference Room
Health and Welfare Planning Association
200 Ross Street

Present: Judith Aaronson, Don Block, Tom Staszewski, Alena Hudson, Nancy Johnson.

*Final meeting of the informal group which has planned meetings to date. Purpose is to put closure on old business and plan the agenda for the larger meeting on August 29th. Anyone wishing to join in is most welcome.

I. Planning Grant Expense Report

Funds from Gannett Grant have been nearly exhausted. Don Block will look into exact balance. Don has been responsible for reporting and communication with the foundation.

II. Planning Committee Structure

The ad hoc committee would like to offer the following recommendations:

1. Membership:

To date, participation by any and all who have ideas to share has been encouraged. During planning and discussion this should still be the policy. However, when it comes time to make major decisions, a concensus will have to be established about the criteria for "voting membership". Thus, an agency may have more than one voice at the planning table but only one voice at voting time. An agency is defined as a body having its own fiscal agent and board of directors. Branches of the same agency, even if programmatically different, should be considered as one agency. Small agencys should have the same voting power as large agencys.

Dr. Christopher will be included as an ex officio member of the planning committee.

2. Chair:

   The Planning Committee will need a chair. Concern was expressed that the chair would be seen as skewing the process towards the position of that agency or individual. The committee will need to spend some time determining its leadership structure, and any other roles and responsibilities.

3. August 29th Retreat Planning Meeting:

   In order to leave the retreat with a plan of action and a timetable for implementation, the core decision about the type of administrative model to be designed must be made on August 29th:
   The Consortium could be operated by:

   - an Existing agency,
   - a New Agency, or
   - a Transition that combines both

   The ad hoc committee would like to recommend that a major part of the August 29th agenda be devoted to this discussion and decision. To that goal, descriptions of each of the three options under consideration are enclosed for use in the discussion. Infinite variations are possible within each type, and the retreat time should be used to flesh out the chosen option.

4. In reviewing the material generated by the July 27 discussions, a wide range of topics were touched upon. Many of these discussions are more appropriately addressed by the Consortium after it has been formed. We should use the limited time available to us to look at those issues necessary to form the consortium, saving dialogue about programmatic issues for a later date.

   The major decisions to be made in order for the Consortium to be formed are:

   1. What administrative option will be chosen and who will operate it?

   2. How will the governing board be structured? How will it operate?

   3. How will the Consortium be funded?

   4. How will it interface with PDE?

II. Agenda, August 29

A. Recommendations of the ad hoc committee
Don Block
Nancy Johnson

B. Options for an Administrative Model
Discussion
Decision

II. Agenda, August 29 (cont.)

C. Retreat Format
Time Frame
Major Components
Format

III. Retreat

Judith Aaronson and Al Fascetti have been working on arrangements for the retreat and are in communication with Dr. Christopher's office. As soon as arrangements are complete, a notice will be sent.

Addendum: The planning notes from small group 3, Al Fascetti's group were omitted from your last packet. You received instead two similar versions of group 2, labeled 2 and 3. The correct notes are enclosed.

Planning Meeting Agenda
August 29

A. The Planning Process:

Recommendations of the ad hoc committee

Don Block
Nancy Johnson

B. Options for an Administrative Model

Presentation
Discussion
Decision

C. Retreat Format

Report on arrangements
Judith Aaaronson & Al Fascetti

Time Frame: decision
Major Components & Format

The Planning Process:

I. **Task: Make a decision about which administrative option is best for the operation of an Allegheny County Literacy Consortium. (August 29th + ?)**

Procedure:

1. State the question
2. List the options
3. List the criteria
4. Prioritize the criteria
5. Discuss the pros & cons of each option
6. Evaluate the options against the criteria
7. Make a decision

II. **Task: Develop a plan of action for forming an Allegheny County Literacy Consortium based upon the administrative option that is selected. (Retreat)**

The plan of action must:

1. Translate broad goals into specific, measurable objectives
2. Establish priorities between activities
3. Identify what activities must be done in order to obtain results
4. Identify resources needed
5. Specify when each activity must occur
6. Identify areas of responsibility
7. Evaluate progress against milestones

Procedure:

1. Define goals based upon questions already asked in previous sessions
    - o Provide an outline of major components of the plan
    - o Provide a list of goals suggested by previous sessions
    - o Allow discussion time to refine list
2. Translate goals into measurable objectives
    - o Provide a worksheet for 2 ,3 & 4
3. Identify action steps needed to reach objective
4. Prioritize activities
5. Develop timetable for action
    - o Provide a timetable worksheet
6. Identify resources needed
    - o 6 & 7 May need to happen later in sub-committees
7. Identify responsibilities

Nancy A. Johnson M.Ed.
1168 Prince Andrew Court
Pittsburgh, PA 15237
366-4979
Memorandum

To: Planning Committee for an
Allegheny County Literacy Consortium

From: Nancy Johnson, Consultant to the Committee

August 31, 1989

At the July 27 meeting it was decided that the planning committee would hold a retreat as soon as possible to develop an action plan for the consortium. The PDE will fund the cost of the retreat an Dr. John Christopher will attend. This is an important milestone in the development of a new system for managing literacy services in Allegheny County. If you are unable to attend, you may want to send a representative from your organization. This will be a working retreat. We have a great deal to accomplish.

RETREAT NOTICE

Date: Friday, September 26 - Saturday, September 23

Time: Friday session:

Dinner -	**6:00**
Session	**7:30 - 10:00**

Saturday Session:

Continental Breakfast -	**8:00**
Session -	**9:00 - 12:00**
Lunch -	**12:00**
Session -	**1:30 - 4:00**

Place: **Harley Hotel,**
Rodi Road, Monroeville

A limited number of overnight rooms are available courtesy of PDE. If you live a good distance from Monroeville or have difficulty with transportation you may wish to take advantage of this option. Those living nearby should commute. Also, you may wish to plan to double up on a room with another committee member to save space.

Allegheny County Adult literacy Consortium
Planning Committee Notes
August 29, 1989

Question: Which administrative model will be used to form the Consortium?

What criteria can we use to measure each option against?

- o Clout
- * o Cost
- o Experience
- * o Neutrality/Alliances
- o Attention to Consortium Priorities
- o Efficiency
- * o Time (time left till target start date)
- o Acountability: Program and Fiscal
- * o Resources
- * o Representation
- o Responsiveness to Client Needs
- o Control by the provider group

Option # 1: Form a new organization:

Pros:	Cons:
Neutrality	Lots of Work!!
Control	Start from scratch: Experience Cost
Attention to Consortium priorities insured	
Representation	No track record
Client needs considered	Resources needed to be found: Space Equipment
Can build a new identity	
Could build clout (one voice is stronger, more focused)	No clout yet

Option #2: Find a permanent home with an existing agency.

Pros:	Cons:
Resources in-kind	Administrative overhead may be high (cost will vary on a continuum)
Experience	Neutrality may not exist
	Less Control
	Process could also be time consuming
Accountability (depends on track record whether its a pro or a con)	Accountability
More fiscal experience	Less program experience
	Loss of identity

Option #3: Transitional plan: find a temporary host agency while the new organization is chartered.

Pros:	Cons:
Resources	Neutrality
Experience	Identity
Fiscal Systems	Advisory Bd. Vs. Governing Bd. = Control (would have to build in safeguards)
Start up costs may be reduced	Need clear guidelines, build in expertise
Lends self to pilot process	
Time	Time
	Need to learn a new agency while starting a new agency

Allegheny County Literacy Consortium
Planning Retreat

Harley Hotel, Monroeville

AGENDA

Friday, September 22, 1989

5:00 Registration and Cocktails
6:00 Dinner

7:30 - Session I
10:00 PM

I. Introductions & Welcoming Remarks
- Dr. John Christopher -

II. Review Objectives & Worksheets

III. Small Group Discussion: Structuring the Governing Board

IV. Feedback Group

Saturday, September 23, 1989

8:00 AM Continental Breakfast

9:00 - Session II
12:00

I. Calisthenics

II. Review Objectives and Worksheets

III. Small Group Discussion: Define the Organizational Structure

(10:30 - Coffee Break)

IV. Feedback Group

12:00 - Lunch
1:30

Allegheny County Literacy Consortium
Planning Retreat

Harley Hotel, Monroeville

AGENDA

Saturday, September 23, 1989 (cont.)

1:30 - Session III
4:00

I. Unfinished business from I or II

II. Review Objectives and Worksheets

III. Small Group Discussion: Developing a two year plan for chartering the consortium, including a transitional strategy for administering 1990 funds.

(Refreshment break, 2:45)

IV. Feedback Group

V. Wrap-Up

Allegheny County Adult Literacy Consortium

PLANNING COMMITTEE MEETING

October 13, 1989
Goodwill
2600 E. Carson St.
9:30 AM - 11:30 AM

AGENDA

I. "Short Term" 353 Proposal to fund Planning
Progress Report: Don Block

II. Old Business &
Review Timetable

III. Committee Reports

A. Administration

Alena Hudson

B. Personnel

Canice Dolan

C. Bylaws

Amy Chapel

D. Proposal

Don Block

IV. New Business &
Set next meeting

Allegheny County Adult Literacy Consortium

PLANNING RETREAT NOTES
September 22 & 23, 1989

I. Planning Committee Process:

A. New Timetable Set

Dr. Christopher announced the following deadlines for the Consortium:

1. October 1, 1989
A "mini-353" request will be submitted to fund the planning process from 8/89 through 1/90. Don Block and Nancy Johnson will prepare it. Allow 6 weeks for processing.

2. September 29 - December 8 will be considered the planning phase.

3. December 8 - January 8, the group will prepare two or more joint proposals (143, 321, and a 353 to cover the operation of the consortium during the next fiscal year).

Note: Dr. Christopher is requesting that the cap on administration be lifted so that the 5% for program administration will remain unchanged while allowing an additional 9% for the operation of the consortium. This would mean a total of 14% administrative costs allocated.

4. January 30, a report on the "mini-353" covering planning 9/29/89 - 1/8/90 will be due.

B. Two-Track Process

Because the timetable has been revised, it is now necessary to compile 1990-1991 proposal concurrently with the work needed to structure the consortium. The plan for the operation of the consortium must be included in the proposal. Therefore the committee structure reflects a <u>two track process:</u>

A joint proposal for ALL 143 and 321 grants in Allegheny County will be prepared by a separate committee. Simultaneously, the committees needed to form the consortium will proceed to complete the plan of action. This information will be included in the proposal as a 353 request.

In order for a joint proposal to be possible before the consortium has defined an allocations process, Dr. Christopher stipulated a "hold-harmless" agreement for this year. All programs will be funded at the same level. Programs may make shifts internally in their programs and line item budgets, but may not change their "bottom lines". Should the legislature make new money available later in the year, it will be allocated under conditions to be specified at that time. (The expectation is, however, that the consortium will have defined an allocation process and will be ready to participate in the award of all subsequent funds.)

C. Ground Rules Established -

The following decisions were make by the planning committee:

1. The planning committee will remain together as a planning body until such time as the Board of Governors is convened and the project is staffed.

2. Voluntary service on the planning committees should remain inclusive. This means all are welcome to serve and to volunteer others from their agencies to help with planning tasks.

3. The operating procedures for planning committee meeting shall follow parliamentary procedures (Roberts Rules of Order)

4. Decisions will be made by vote. All planning committee members present will have a vote. The committee discussed at length and eventually voted that a basic operating principal for the Board of Governors will be "one agency, one vote", regardless of size, number of programs or any other variables. The by-laws committee is charged with inclusion of this principal in their draft.

II. Committee Structure & Charge:

Track 1: Consortium forming committees:

A. Administration

Convener - Alena Hudson

Charge: The Administration committee is charge with 3 areas of responsibility and may choose to define sub-committees to accomplish this:

1. Locate a site for the consortium & identify a fiscal conduit until the organization can be chartered.

2. Draft a budget

3. Begin chartering the organization

The first meeting was set for September 29, 8:30 AM, AIU.
The second meeting is October 13, 8:30 AM, Goodwill

B. Personnel

Convener - Canice Dolan

Charge: The Personnel Committee is charged with 3 areas of responsibility:

1. Write a job description for the Executive Director
2. Design & implement a search procedure
3. Define other staff positions

The first meeting is October 5, 1:30, Goodwill

C. Bylaws

Convener - Mary Ann Eisenreich

Charge: The Bylaws committee is charged with drafting the consortium's operating bylaws to be voted upon by the entire Planning Committee and subsequently voted upon by the newly convened Board of Governors. The bylaws accepted by the Planning Committee will be submitted to the Administration Committee for inclusion in the charter of the organization.

Note: it was suggested that technical assistance will be needed by both Administration and Bylaws.

Bylaws should address the following areas:

- Mission statement
- Membership
- Board Organization
- Committees
- Terms of Office
- Name
- Authorization/PDE Mandate
- Roles & Responsibilities (Staff, Board, Officers)
- Committees

The first meeting is September 28, 1:00, at Focus on Renewal
The second meeting is October 11, 9:00, AIU

Track 2: Joint proposal committee

D. Proposal

Convener - Don Block

Charge: The proposal committee is charged with compiling a joint proposal for Allegheny County for 1990-91. The results of the Consortium forming committees will need to be included. (see discussion of proposal, above)

Committee Assignments

Proposal Committee:

Don Block (convener)

Ken Garrison
Valerie Njie
Joann Burley

Additional members to be provided by:
Goodwill
Forbes Rd.
PLI

Administration Committee:

Alena Hudson, (Convener)

Tim Bierria
Huck Roberts
Tom Staszewski
Jim Schmunk
Frank Vallero
Pat Garrity

Additional members to provided by:
Pittsburgh Bd. of Ed. (ask Al Fascetti)
GPLC
Goodwill
Forbes Rd.
PLI

By-Laws Committee:

Mary Ann Eisenreich, (Convener)

Judith Aaronson
Father Regis Ryan
Amy Chapel
Ellen McDevitt
Ron Franzaglio
Doug Jensen (CCAC)

Personnel:

Canice Dolan (convener)

Leslie Bartok
Sergio DonGiovanni
Marie Bauers
Rosemary Garrity

Additional staff to be provided by:
GPLC

Literacy Consortium of Allegheny County

Notice of:
GOVERNING BOARD MEETING

November 15 ,1989
2:30 PM - 4:30 PM

Bidwell Center
1815 Metropolitan Ave.

The purpose of the meeting is to form the Governing Board of the Literacy Consortium of Allegheny County.

Please call Valerie Njie to confirm your attendence or to ask for directions. (323-4000)

Literacy Consortium of Allegheny County

GOVERNING BOARD MEETING

November 15 ,1989
2:30 PM - 4:30 PM

Bidwell Center
1815 Metropolitan Street

AGENDA

I. Introductions of Representatives

II. Procedure for Electing Officers

ACTION: Charge Nominating Committee

III. Review Committee Structure

ACTION: Designate Committees
(Attachment A)
ACTION: Appoint Chairs

IV. Review of Bylaws

ACTION: Vote on Mission Statement
(Attachment B)

V. Review Resolutions Proposed by Ad Hoc Planning Committee

ACTION: Vote on Resolutions
(Attachment C)

VI. Select Cooperative Project for Inclusion in Proposal Discussion

PLANNING COMMITTEE
LITERACY CONSORTIUM OF ALLEGHENY COUNTY

Judith Aaronson
PLI
200 Ross Street
Pittsburgh, PA 15219
392-3149

Leslie A. Bartok
CCAC-South
1750 Clairton Road/Rt. 885
West Mifflin, PA 15122
469-6360

Timothy Bierria
Bidwell
1815 Metropolitan St.
Pittsburgh, PA 15233
323-4000

Don Block
GPLC
5920 Kirkwood Street
Pittsburgh, PA 15206
661-7323

Dr. Phillip Boggio
Chartiers Valley School
2030 Swallow Hill Road
Pittsburgh, PA 15220
429-2201

Marie Bowers
Forbes Road East Area
Vo-Tech School
Monroeville, PA 15146
373-8100

Regina Brooks
Connelley Skill Learning Center
1501 Bedford Avenue
Pittsburgh, PA 15219
421-5995 (H)
338-3711 (W)

Paul Burgard
State Correctional Institute/
Pittsburgh
P.O. Box 99901
Pittsburgh, PA 15233

Joanne Burley
Chatham College
Bethesda Adult Literacy
Program
Woodland Road
Pittsburgh, PA 152132
365-1207

Amy Chapple
Focus On Renewal
701 Chartiers Avenue
McKees Rocks, PA 15136
771-6460 ext. 235 331-6253

Dr. John Christopher
Chief, Division of Adult
Basic and Literacy
Education Programs
Commonwealth of PA
Department of Education
333 Market Street
Harrisburg, PA 17126-0333

Canice Dolan
Goodwill
2600 East Carson Street
Pittsburgh, PA 15203
481-9005

Sergio DonGiovani
Pgh. Board of Public Education
Connelley Skill Learning Center
1501 Bedford Avenue
Pittsburgh, PA 15219
338-3700

Diane Eisen
Greater Pittsburgh
Literacy Council
5920 Kirkwood Street
Pittsburgh, PA 15206
661-7323

Mary Ann Eisenreich
SLIC-Bethel Park Schools
301 Church Road
Pittsburgh, PA 15102
854-8415

Alfred Fascetti
Pgh. Board of Public Educ.
Connelley Skill Learning Center
1501 Bedford Avenue
Pittsburgh, PA 15219
338-3700

Ron Fronzaglio
AIU
200 Commerce Court Bldg.
Pittsburgh, PA 15237
394-5876

Rosemary Garrity
Western PA School for
the Deaf
300 East Swissvale Ave.
Pittsburgh, PA 15218

Patrick E. Gerity
CCAC-South
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469-6363

Alina Hudson
Director ESL - AIU
200 Commerce Court Bldg.
Pittsburgh, PA 15219
394-5803

Nancy Johnson
Executive Director
Mid-Atlantic Network of
Youth & Family Services
1168 Prince Andrew Ct.
Pittsburgh, PA 15237
366-4979

T. L. Lantz
Wilkinsburg School District
718 Wallace Avenue
Pittsburgh, PA 15221
371-9500

Ellen McDevitt
SLIC-Bethel Park School District
301 Church Road
Pittsburgh, PA 15102
854-8433

Sister Lynn Miller
Focus On Renewal
701 Chartiers Avenue
McKees Rocks, PA 15136
771-6460 ext. 235

Valerie Njie
Bidwell Training Center
1815 Metropolitan Street
Pittsburgh, PA 15233
323-4000

Huck Roberts
PLI
200 Ross Street
Pittsburg, PA 15219
392-3149

Father Regis Ryan
Focus On Renewal
701 Chartiers Avenue
McKees Rocks, PA 15136
771-6460 ext. 235

James Schmunk
AIU
200 Commerce Court Bldg.
Pittsburgh, PA 15219
394-5803

Tom Staszewski
CCAC-Boyce
Braddock Center
640 Braddock Avenue
271-7368

Edward Sudzina
Duquesne City School District
South 3rd Street
Duquesne, PA 15110
466-2502

Frank Vollero
Penn Hills School District
12200 Garland Drive
Pittsburgh, PA 15235
793-7000

Attachment A:

Literacy Consortium of Allegheny County

GOVERNING BOARD MEETING

The Ad Hoc Planning Committee recommends that the Governing Board charge the following committees:

I. Standing Committees:

Executive Committee:
The Executive Committee will consist of the officers of the Consortium and will be staffed by the Executive Director.

II. Ad Hoc Committees:

Nominating Committee:
The Nominating Committee will propose Officers for election by the Governing Body.

III. Planning Committees:

A. Planning committees may be composed of members of the governing board or any of the staff of member agencies designated by the representative of that agency. Each committee will be chaired by a member of the Governing Board and will report to the Governing Board.

B. Planning Committees are to be considered short term committees convened during the planning & start up phase of the project. They will be dissolved as soon as their individual charge is completed.

1. Administration Committee:

The Administration Committee is charged with recommending a site, a fiscal conduit and a budget to the Governing Board. The Administration Committee is charged with those tasks necessary to begin chartering the organization.

2. Bylaws Committee:

The Bylaws Committee is charged with drafting bylaws to be submitted to the Governing board for incorporation into the organization's charter.

3. Personnel Committee:

The Personnel Committee is charged with identifying the staff needs of the organization, developing job descriptions and conducting a search.

4. Proposal Committee:

The Proposal Committee is charged with developing the joint proposals requesting funding under Acts 143 and 342 for all providers funded under these acts in Allegheny County in fiscal year 1990. The Proposal Committee is also charged with developing the proposal that will address the operation of the Consortium in fiscal year 1990.

IV. Working Committees:

Working Committees will be charged by the Governing Board as needed to complete the work of the consortium. As with the planning committees, they may be composed of designated staff of member agencies but will be chaired by a member of the Governing Board and will report to the Board.

Attachment C:

Literacy Consortium of Allegheny County

GOVERNING BOARD MEETING

Resolutions Proposed by the Ad Hoc Planning Committee

The following resolutions have been voted upon by the membership of the ad hoc planning committee that has served as the interim body responsible for the forming of the Literacy Consortium of Allegheny County. The planning committee recommends that these resolutions be accepted by the Governing Board:

1. The membership of the Literacy Consortium of Allegheny County will consist of those agencies funded under Acts 143 and 342 by the Pennsylvania Department of Education.

2. The CEO of each agency shall designate one representative to serve as a voting member of the Consortium on its Governing Board.

3. Each agency shall have one vote regardless of size, number of separate administrative or program components, or number of students served.

4. The Literacy Consortium of Allegheny County will prepare and submit one joint proposal for each act (143 & 342) to include the request for funds by all service providers to be funded in Allegheny County under these acts.

5. Given the stated intent of the PDE to "hold harmless" those providers currently funded under Acts 143 & 342, the consortium will administer the funds received under this act as follows:

    a. No provider will receive less in fiscal year 1990 than was received in fiscal year 1989.

    b. Any % changes resulting from changes in the total amount of funding awarded to the Consortium will be made equally across all providers, based upon existing program contracts.

Attachment C:

Literacy Consortium of Allegheny County

GOVERNING BOARD MEETING

Resolutions Proposed by the Ad Hoc Planning Committee

The following resolutions have been voted upon by the membership of the ad hoc planning committee that has served as the interim body responsible for the forming of the Literacy Consortium of Allegheny County. The planning committee recommends that these resolutions be accepted by the Governing Board:

1. The membership of the Literacy Consortium of Allegheny County will consist of those agencies funded under Acts 143 and ~~342~~ 321 by the Pennsylvania Department of Education.

2. The CEO, or board president of each agency shall designate one representative to serve as a voting member of the Consortium on its Governing Board.

3. Each agency shall have one vote regardless of size, number of separate administrative or program components, or number of students served.

4. The Literacy Consortium of Allegheny County will prepare and submit one joint proposal for each act (143 & ~~342~~ 321) to include the request for funds by all service providers to be funded in Allegheny County under these acts.

5. Given the stated intent of the PDE to "hold harmless" those providers currently funded under Acts 143 & ~~342~~ 321, the consortium will administer the funds received under this act as follows:

    a. No provider will receive less in fiscal year 1990 than was received in fiscal year 1989.

    b. Any % changes resulting from changes in the total amount of funding awarded to the Consortium will be made equally across all providers, based upon existing program contracts, and compliance with PDE monitoring and evaluation.

Literacy Consortium of Allegheny County

Board of Governors Meeting
November 15,1989

MINUTES

Acting Chair: Nancy Johnson, consultant to the committee

Attending: Alina Hudson, Mary Ann Eisenreich, Valerie Njie, Rosemary Garrity, JoAnne Burley, Ken Garrison, Amy Chapple, Canice Dolan, Don Block, Judith Aaronson, Al Fascetti.

Absent: Marie Bowers, Frank Vollero, Ronald Carey, designees from Chartiers Valley Schools, Duquesne School District, and Wilkinsburg School District, Renaissance Center.

I. Introductions of Representatives

II. Procedure for Electing Officers

The following procedure was agreed upon for the election of officers:

1. Charge a Nominating Committee
2. Committee generates a slate
3. Nominees are contacted to accept or decline
4. Slate is distributed to members of the Governing Board
5. Additional nominees are requested from the floor
6. Slate is voted upon at next Board Meeting

A nominating committee was charged with identifying the slate of officers. Volunteers were requested to serve on the committee. Volunteering to serve were:
Judith Aaronson, Valerie Njie, Amy Chapple, Canice Dolan, and Alina Hudson.

The nominating committee established a date and time for their meeting.

III. Review Committee Structure

The committee structure was approved as distributed. It was decided that each committee should be chaired by a member of the Board of Governors who would be charged with reporting progress. Membership on committees is open to staff of member agencies of the consortium who may be designated to serve by that agency's representative.

the following Board members were appointed to chair planning committees:

Administration:	Alina Hudson
Proposal:	Don Block
Bylaws:	Amy Chapple
Personnel:	Valerie Njie & Canice Dolan

It was noted that an Allocations Committee will be needed and an allocations process will need to be developed. It was recommended that we conduct an in-service workshop in January and invite individuals with expertise in allocations to speak to us. Nancy Bunt from the Allegheny Conference has already offered to do so. Additionally, those agencies who have not chosen to participate in the consortium must be notified that the Consortium has been designated to receive proposals for this year. Concern was expressed that Dr. Christopher's letter was not strong enough in charging the Consortium with its responsibility. Mary Ann Eisenreich, Don Block and Al Fascetti volunteered to check on members not responding to date to insure that they have been properly notified.

IV. Review of Bylaws

Amy Chapple presented the recommended changes based upon discussion at the last meeting. She presented a draft of a mission statement. Discussion followed and the draft was reviewed. Concerns were expressed regarding the mandate given to this Consortium by Dr. Christopher. Members were concerned about our legal responsibility with such an informal mandate. Mary Ann volunteered to discuss this with John Christopher and to request his participation in a conference call at our next meeting. The group would like to have a Memorandum of Agreement that defines the process and our authorization. It was pointed out that Dr. Christopher is empowered to define policy within the mandate of the legislation but can not actually create a mandate. Nevertheless, the position of the group is clearly to request a more strongly defined statement of authorization. This is needed before member institutions can transfer legal responsibility for PDE funds to the Consortium.

Concerns were also raised during this discussion about districts who might not recognize the authority of the Consortium. Would they tend to by-pass the group and go directly to the PDE? What will PDE's response be in such a case? Also, what will happen if a provider drops out for a fiscal year? How will their request be handled in the future? How will the surplus funds be allocated? It was decided that our allocations procedures must be written to address these issues.

Changes were made to the mission statement and members voted to accept the proposed wording. The statement as amended will be incorporated into the bylaws and the bylaws will be voted upon at the next meeting.

V. Review Resolutions of the Ad Hoc Planning Committee

Resolutions were voted upon as distributed to the members. The results follow:

1. Resolution #1 (membership of LCAC): A correction was made in the number of the literacy act as stated to read "143 & 321" and the resolution was accepted.

2. Resolution #2(representation on Governing board) was amended to read "CEO or Board President... and the resolution was accepted after discussion with one dissenting vote.

3. Resolution #3(vote distribution) was accepted after discussion with one dissenting vote.

4. Resolution #4(joint proposal) was amended to read "Act 143 & 321" and was accepted.

5. Resolution #5(allocations) was amended under item B to add the phrase " and compliance with PDE monitoring and evaluation" and was accepted. Corrected versions of these resolutions will be distributed.

Vi. Select Cooperative Project for Inclusion in Proposal

Time did not permit discussion of this item. It was post-poned until the next meeting.

The next meeting will take place at Bidwell Center on December 6, 1989 at 2:30 PM>

The meeting was adjourned.

Literacy Consortium of Allegheny County
Board of Governors Meeting
December 6,1989

Bidwell Center
1815 Metropolitan Street
2:30 - 4:30 PM

AGENDA

I. **Progress Report**
Nancy Johnson
Bob Poff

II. **Election of Officers**
Additional nominations will be accepted from the floor.
ACTION: Vote on slate of officers placed in nomination.

III. **Acceptance of Minutes of November 15 Meeting**
-Secretary-

IV. **Old Business:**
-Request for conference call with John Christopher & re-statement of consortium's mandate.
-Consideration of a joint project for inclusion in the proposal
-Designation of an Allocations Committee to begin developing procedures.

V. **Committee Reports:**

A. **Administration** Chair: Alina Hudson
-Host Agency-
-Response to Concept Paper for start-up phase-
-Progress: designation of representatives to Board-

B. **Proposal** Chair: Don Block
-Response to proposal deadline-

C. **Bylaws** Chair: Amy Chapple
ACTION: Vote on draft of bylaws as presented at the last meeting.

D. **Personnel** Co-Chairs: Canice Dolan
Valerie Njie

VI. **Establish date for next meeting**

- Adjournment -

Literacy Consortium of Allegheny County

Board of Governors Meeting
December 6,1989

SLATE OF OFFICERS

The following slate has been submitted as candidates for Officers of the Governing Board of the Literacy Consortium of Allegheny County. Additional nominations may be made by board members by calling the nominating committee (chair, Judith Aaronson, (392-3149) prior to the meeting. Nominations will also be accepted from the floor at the meeting.

President:	Al Fascetti Pittsburgh Board of Public Education
Vice President:	Alina Hudson Allegheny Intermediate Unit
Secretary:	Mary Ann Eisenreich SLIC - Bethel Park School District
Treasurer:	Valerie Njie Bidwell Center

Literacy Consortuim of Allegheny County
Board of Governors Meeting
January 25, 1990

MINUTES

Acting Chair: Nancy Johnson, Consultant
Attending: Alina Hudson, Mary Ann Eisenreich, Valerie Njie, JoAnne Burley, Amy Chapple, Canice Dolan, Don Block, Judith Aaronson, Al Fascetti.

I. Minutes were submitted and approved.

II. Committee Reports:

A. Proposal - Don Block distributed copies of summary sheets for Acts 143 and 321 monies being requested for Allegheny County and reported that these documents as well as the narratives have been submitted to Dr. Christopher's office. Don also submitted to the board the 353 proposal to administer the Consortium from March to June. A fiscal receiving agency is needed.

Al indicated that Bob Chronenberg has offered Carnegie Library to house the Consortium until June 30 and to handle all financial accounting. Alina distributed a letter to Bob Chronenburg to confirm that arrangement.

B. By-laws - Amy Chappel reported that the by-laws had been reviewed by Robert Stefanko, City of Pittsburgh Solicitor who suggested two changes, 1) identify the legislation that covers Acts 143 and 321, and 2) change Roberts Rules of Order to "A Guide for Parliamentary Procedures". Al asked for comments on the by-laws. JoAnne Burley moved that the changes be made and accepted and that the by-laws now be accepted. Canice Dolan seconded and the by-laws were approved unanimously.

C. Personnel - Valerie indicated that a Post Office box had been obtained the beginning of January. It is located at the South Side Post Office and will be available for Consortium use for one year. Ads for an Executive Director were run the first and second Sunday of January. Ads were also placed in papers in the surrounding counties for one week. To date, 91 responses have been received. Five of these resumes were from persons who have had some involvement in literacy. The first screening of these resumes has been schedule for Friday, January 26. There will be a second screening if necessary.

III. New Business:

Al passed out a summary of the meeting held with Joe Dominic of the Pittsburgh Foundation; John McCormick, Consultant; Margo Woodwell, WQED; Judith Aaronson; Al Fascetti; and John Christopher.

He then raised some of the points discussed at that meeting. How are the providers of ABE and Adult Literacy going to make decisions that are best for Literacy and not just for individual programs? The questions of why a study was not done prior to the forming of this consortium was raised. Al stated that everyone at the meeting agreed that we should conduct a study of literacy in Allegheny County. Also, models would be needed for the evaluation/allocation process. The United Way was one such model mentioned.

The next point of business was that Bob Chronenberg had offered to supply staff to the consortium. A lengthy discussion on the pros and cons of this followed. Al took a survey of everyone at the table on two issues-- should we allow Carnegie Library to lend staff personnel and should a study of literacy in Allegheny Country be conducted.

The need for a study was agreed upon unanimously. The offer by Carnegie Library to supply staff was not agreed upon. The letter drafted by Alina to Bob Chronenberg asking Carnegie to act as host agency but to have no other involvement was then reviewed. A motion was made to submit the letter with minor revisions, seconded and unanimously approved.

Don Block made a motion that the 353 proposal be submitted with Carnegie Library as fiscal agent. Joanne seconded. The motion was approved unanimously.

The last order of business was to establish a permanent meeting day. It was decided that the last Thursday of every month would be a board meeting at rotating locations. The next board meeting was then set for February 22 at Bethel Park School District Administration Building.

Don Block moved the meeting adjourn, Alina seconded and the meeting adjourned at 4:15 pm.

These minutes are respectfully submitted for your review and approval.

Mary Ann Eisenreich
Board Secretary

Approved January 25, 1990

BY LAWS OF THE LITERACY CONSORTIUM OF ALLEGHENY COUNTY

ARTICLE I - TITLE

The name of this organization shall be the Literacy Consortium of Allegheny County, Inc. or LCAC, Inc.

ARTICLE II - PURPOSE

The mission of the Literacy Consortium of Allegheny County is to carry out the following directives from the Pennsylvania Department of Education:

1. to serve as an administrative and fiscal agent for service providers in Allegheny County funded by the Pennsylvania Adult Literacy Education Grant Program, Act 143 of 1986; or Section 321 of the Adult Education Act of 1971, P.L. 91-230; and

2. to develop a more effective and efficient delivery system of literacy services.

ARTICLE III - MEMBERSHIP

1. Voting membership in the Corporation shall include the one appointed representative of each current adult basic education and/or adult literacy agency in Allegheny County legally contracted through the Pennsylvania Department of Education.

2. Eligibility for voting privilege is limited to one vote per issue by the designated representative of each of the above mentioned represented agencies.

3. Other voting or non-voting members may be designated by the majority vote of the Board of Directors of this Corporation for reasons deemed appropriate by the Board.

ARTICLE IV - OFFICERS

1. The officers of the Corporation shall consist of the President, Vice President, Secretary, and Treasurer who shall be members of the Board and elected by the Board for the term of one fiscal year and for no more than two consecutive years, or until their successors are elected.

2. The Executive Committee shall consist of officers and the chairs of all committees.

3. The President shall preside at all meetings of the Corporation, the Board of Directors, and the Executive Committee. S/he shall appoint all committees, and shall perform all duties as usually belong to this office. The President shall be a member ex-officio of all committees and shall exercise general supervision over their work and that of the other officers.

4. In the event that the President shall be unable to serve, the Vice President shall succeed to that position until the next regular election.

5. The Secretary shall ensure that an accurate record is kept of the proceedings and business transactions of meetings of the Corporation or Executive Committee, and that all necessary correspondence is taken care of. S/he shall be custodian of all books, papers and reports of the Corporation, subject to call by the President or the Board of Directors. The Secretary shall ensure that an an accurate record is kept of the current officers and addresses, and all members and addresses. S/he shall ensure that all persons are validated as members in good standing who seek to vote at Corporate meetings, hold office, or serve on committees.

6. The Treasurer shall ensure that all revenues of the Corporation are received. S/he shall ensure that all funds be deposited in the name of the Corporation in a bank approved by the Board of Directors, and shall disburse the funds only by authorization of the Board and in a manner prescribed by the Board.

   The Treasurer shall ensure that an accurate account of all funds received and disbursed is kept. S/he shall render an annual statement to the Board of Directors of the financial status of the Corporation and shall present a complete report at the meetings of the Board and the Executive Committee.

   The Treasurer shall ensure that an annual audit is arranged of the financial records of the Corporation by a duly licensed Certified Public Accountant, when directed to do so by the Board of Directors. The report of the account reflecting such audit shall be summarized and communicated to all members of the Board of Directors. The full report of audit shall be available to the general membership at the time of the annual meeting.

7. Nominations will be made one month prior to the annual meeting and elections will be held at the annual meeting.

ARTICLE V - MEETINGS

1. The Corporation's Board of Directors shall meet at least quarterly during the fiscal year July 1 to June 30. Specific day and time shall be determined by the Board.

2. Special meetings may be called either by the President or by the Board.

3. All meetings shall be governed by the Parliamentary Procedure as provided in Parliamentary Procedure at a Glance by O. Garfield Jones, in all cases in which they are applicable and in which they are not in conflict with these by-laws. Written notice of all meetings will be sent with ten (10) days notice to all members.

4. Written Secretary's minutes shall be provided to each member of the Board within ten (10) working days of the meeting date.

5. Seven (7) members of the Board of Directors present in person shall constitute a quorum.

ARTICLE VI - DIRECTORS

1. The Board shall consist of one designated voting representative for each provider of services funded by the Pennsylvania Department of Education's Division of Adult Basic and Literacy Education.

2. Board members shall serve provided they remain legally contracted PDE service providers during that fiscal year.

3. If a Board member resigns, it will be at the discretion of the member's agency to select a replacement.

4. A director of the Corporation shall not be personally liable for monetary damages for any action taken or any failure to take any action as a director unless (a) such director has breached or failed to perform those duties relating to standard of care and justifiable reliance under Section 8363 of the Pennsylvania Directors' Liability Act and (b) such breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

ARTICLE VII - COMMITTEES

1. Committees shall be those so designated by the Board as are required to carry on the continuing functions of the corporation, and shall include a membership committee.

2. The President may from time to time, appoint special ad hoc committees whose duties shall be fully outlined by the President and whose assignment shall in no way conflict with that of any standing committee.

3. The Executive Committee shall possess the powers and duties:
   (a) to implement the administrative policies of the Board;
   (b) to serve in an advisory capacity to the president and the Board;
   (c) To give direction to studies of Corporate problems;
   (d) To employ or appoint, when so authorized by the Board of Directors, an executive director;
   (e) To determine when an emergency exists that would prevent the holding of an annual meeting or other important business conference or meeting. No annual meeting shall be postponed beyond the legal limit of six (6) months for any reason whatsoever;
   (f) To act upon all official recommendations and petitions received;
   (g) To refer all matters to a personnel committee in the matter of employing or dismissing personnel, final decision to be made by the Board of Directors.

4. Special meetings of the Executive Committee may be called by the president or a majority of the members of the Committee, five (5) days notice being given.

5. All proceedings of the Executive Committee shall be reported to the Board at its next meeting, and be subject to revision or alteration by the Board provided no irrevocable rights of third parties shall be affected by such revision or alteration.

ARTICLE VIII - STAFF

1. The Board of Directors shall select and employ an Executive Director who shall be responsible for the day-to-day operation of the organization, and will assist the Board in assessment of additional staff needs.

ARTICLE IX - MISCELLANEOUS

1. The Corporation will have the power to indemnify and hold harmless any director, officer, or employee from any suit, damage claim, judgement, or liability arising out of, or asserted to arise out of, conduct of such person in his or her capacity as a director, officer, or employee (except in cases involving willful misconduct). The Corporation will have the power to purchase or procure insurance for such purposes.

2. The Board of Directors may authorize any officer or officers, agent or agents of the corporation, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of, and on behalf of, the corporation after a majority board vote. Such authority may be general or confined to specific instances.

3. The following are the authorized signatories of all checks, drafts, and other orders for payment of funds: the President, Treasurer, or Executive Director. All documents will require the signatures of two authorized signatories.

4. The Corporation will keep correct and complete books and records of account and will also keep minutes of the proceedings of its members, board of directors, and committees having any of the authority of the board of directors; and it will keep at the registered or principal office a record giving the names and addresses of the members entitled to vote. All books and records of the corporation may be inspected by any member or his or her agent or attorney for any proper purpose at any reasonable time. Written reports of fiscal transactions will be provided at regular quarterly meetings for discussion by Board members.

5. The fiscal year of the corporation will be July 1 through June 30.

ARTICLE X - AMENDMENTS

1. The Board of Directors may amend these bylaws to include or omit any provision that it could lawfully include or omit at the time the amendment is made. Upon written notice of at least 10 working days, any number of amendments or an entire revision of the bylaws may be submitted and voted upon at a single meeting of the Board of Directors and will be adopted at such meeting upon receiving a 2/3 vote of the members present.

ARTICLE XI - DISSOLUTION

1. Upon the dissolution of the Corporation and after the payment or the provision for payment of all the liabilities of the Corporation, the Board of Directors will dispose of all of the assets of the Corporation exclusively for the purposes of the Corporation or to organizations that are then qualified as tax-exempt organizations under section 501 (c)(3) of the Internal Revenue code. Any assets not so disposed of will be disposed of by a court of jurisdiction in the county in which the principal office of the Corporation is located.